

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2018 / 2019 SESSION

DOB5014 – ORGANISATIONAL BEHAVIOUR

(For Diploma Students Only)

31 MAY 2019
9:00 a.m – 11:00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **TEN (10)** pages with **THREE (3)** sections.
2. Answer **ALL** questions.
3. For section A, shade your answers in the OMR sheet provided.
4. For section B and C, write your answers in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS [40 Marks]

Instruction: Please shade your answers on the OMR sheet provided.

1. Which of the following component **BEST** describes the emotional or feeling component of a person's attitude?
- A. Cognitive component. C. Behavioural component.
B. Affective component. D. Positive component.

Cognitive dissonance is defined as any incompatibility, or inconsistency, an individual might perceive between two or more attitudes or between behavior and attitudes.

Statement 1

2. Based on the Statement 1 above, what is the meaning of "dissonance"?
- A. Constancy. C. Inconsistency.
B. Resistance. D. Consistency.
3. Katherina feels satisfied with her job. She constantly feels motivated to start her work day and actively contributes ideas to her superior on how to achieve organisation's goal. Which of the following may contribute towards Katherina's job satisfaction?
- A. Katherina likes the work and her job scope.
B. Katherina does not see any job advancement in her job.
C. Katherina feels disappointed on the social aspects of the job.
D. Katherina achieved inadequate monetary reward from her job.
4. Employee who are _____ with the job, tend to have stronger performance and are _____ in tune with the organisation's mission and goals.
- A. satisfied; more C. dissatisfied; more
B. satisfied; less D. dissatisfied; less
5. Nalini feels dissatisfied on her current role in her company, she chooses to be passive and destructive. Which option does Nalini decide for?
- A. Loyalty. C. Neglect.
B. Exit. D. Voice.

Continued...

"My supervisor gave Fariezuan a pay raise without proper evaluation on his performance. He is a bias person."

Statement 2

6. Which of the following component of attitude **BEST** describes for the Statement 2 above?
A. Cognitive. C. Behavioural.
B. Affective. D. Action.
7. _____ is the degree to which employees believe the organisation values their contribution and cares about their well-being.
A. Psychological empowerment C. Perceived organisational support
B. Employee engagement D. Organisational commitment
8. Jasmine has the desire for friendly and close interpersonal relationships. Based on McClelland's Theory of Needs, Jasmine has the _____.
A. need for affiliation (nAff) C. need for achievement (nAch)
B. need for power (nPow) D. need for esteem (nEst)
9. Felicia wants to achieve her goal by becoming a medical doctor, which she feels that will give her self-respect, autonomy and get recognition from others. Which of the Maslow's hierarchy of needs is Felicia trying to fill?
A. Safety. C. Psychological.
B. Esteem. D. Self-actualisation.
10. According to the two-factor theory proposed by Herzberg, which of the following factors is considered as a hygiene factor?
A. Promotional opportunity. C. Achievement.
B. Quality of supervision. D. Recognition.
11. Which of the following are the three key relationships in Expectancy Theory?
A. Effort-performance, Performance-reward, and Reward-personal goals.
B. Achievement, Power, and Affiliation.
C. Self-Actualisation, Stability, and Affiliation.
D. Distributive-procedural, Procedural-Interactional, and Interactional-goals.

Continued...

- People prefer to feel they have control over their actions
- When they feel they are forced to do something they previously enjoyed, motivation will decrease

Statement 3

12. Which of the following theory is **CORRECT** pertaining to the Statement 3 above?
- A. Motivation-Hygiene Theory. C. Self-Determination Theory.
B. Two-Factor Theory. D. Goal Setting Theory.
13. Intrinsic motivation contributes to the _____ of work, meanwhile the incentives contributes to the _____ of work.
- A. quality; quantity C. quality; outcome
B. quantity; quality D. quantity; outcome
14. _____ indicates how strongly peoples' reasons for pursuing goals are consistent with their interests and core values.
- A. Selective perception C. Cognitive dissonance
B. Positivity offset D. Self-concordance
15. ALPHA team consists of members from diverse areas within the organisation. ALPHA team members are actively involved in developing new ideas and solving complex problems. Which of the following types of team **BEST** describes for this example?
- A. Virtual. C. Self-Managed.
B. Problem Solving. D. Cross Functional.
16. Nancy is based in Kuala Lumpur and her working partner is based in Jakarta. Despite not being in the same office, they communicate via emails and work well for all projects assigned to them. This is an example of _____ team.
- A. self-managed C. virtual
B. command D. cross functional
17. Which of the following statements is **CORRECT** regarding a work team?
- A. Work teams are less flexible than traditional departments.
B. Work teams generate positive synergy through coordinated effort.
C. Work teams are less responsive to changing events than are traditional departments.
D. Work teams impede employee participation in decision making.
18. Self-managed teams typically consist of _____ employees.
- A. two to four C. eight to ten
B. four to eight D. ten to fifteen

Continued...

19. Your company has recently landed a contract to design and manufacture a new state-of-the-art electronic device for the military. This will be a very complex project as it requires many different types of skills. Which of the following types of teams is **MOST** likely suited for the project?
- A. Problem Solving Team.
 - B. Cross Functional Team.
 - C. Virtual Team.
 - D. Self-Managed Team.

In the "Process" component of effective teams, the goals must be set up and must have a mental map of how to get the work done.

Statement 4

20. Which of the following characteristics are used in setting up the goals in Statement 4 above?
- A. Timely and Accurate.
 - B. Specific and Measurable.
 - C. Selection and Equitable.
 - D. Context and Composition.
21. What are the techniques that can be used by an organisation to turn individuals into team players?
- A. Selection and Training.
 - B. Planning and Scheduling.
 - C. Development and Forecasting.
 - D. Composition and Context.
22. Which of the following theories of leadership implies that individuals can be trained to become leaders?
- A. Trait Theories.
 - B. Contingency Theories.
 - C. Behavioural Theories.
 - D. Fiedler Model.
23. The Ohio State studies has the independent dimensions of leader behaviour to two dimensions, which are the consideration and _____.
- A. employee-orientation
 - B. empathy
 - C. constructing vision
 - D. initiating structure
24. The two dimensions of leadership behaviour identified in the University of Michigan studies are _____.
- A. absolute leadership and contingency leadership
 - B. transformational leaders and authentic leaders
 - C. employee-oriented leaders and production-oriented leaders
 - D. initiation and completion
25. If followers are _____ and _____, the leader needs to use a supportive and participative style.
- A. unable; willing
 - B. able; unwilling
 - C. able; willing
 - D. unable; unwilling

Continued...

26. Which of the following situational dimensions in Fiedler Model relates to the degree to which job assignments are procedurised?
- A. Leader-member relations.
 - B. Task oriented.
 - C. Task structure.
 - D. Productivity oriented.
27. Which theory of leadership proposes that followers attribute heroic or extraordinary leadership abilities when they observe certain behaviours?
- A. Transformational leadership theory.
 - B. Authentic leadership theory.
 - C. Transactional leadership theory.
 - D. Charismatic leadership theory.
28. Leaders who clarify role and task requirements to accomplish established goals exhibit a(n) _____ style of leadership.
- A. charismatic
 - B. transactional
 - C. situational
 - D. transformational
29. Which of the following power below depends on fear of the negative results from failing to comply?
- A. Legitimate.
 - B. Coercive.
 - C. Formal.
 - D. Informal.

The vice-president has the authority to accept or reject your report.

Statement 5

30. Which of the following power is **BEST** describes for the example in Statement 5 above?
- A. Reward.
 - B. Coercive.
 - C. Expert.
 - D. Legitimate.
31. Your immediate supervisor is a nice person. He helps you to solve your problems and gives valuable advice. You admire your supervisor and aspire to become like him. Which type of the following power is **CORRECT** in describing this example?
- A. Transactional.
 - B. Transformational.
 - C. Referent.
 - D. Expert.

Continued...

32. Which of the following **BEST** defines the "Power Tactics"?
- A. Individuals approaches for influencing goal setting.
 - B. Individuals techniques for translating power bases into specific action.
 - C. Individuals strategies for gathering and maintaining support.
 - D. Individuals approaches for reducing conflict.
33. The power tactic of using flattery and creating goodwill before making a request is known as _____.
- A. ingratiation
 - B. consultation
 - C. inspirational appeal
 - D. motivational appeal
34. Sarimah finds out that her salary is lower than her peers. She discusses this with her boss by showing him how her performance has increased the company revenues. As a result, she gets a considerable raise. Which of the following power tactics does Sarimah used in this situation?
- A. Coalition.
 - B. Motivational Appeal.
 - C. Exchange.
 - D. Rational Persuasion.
35. Consumers now meet and share information in chat rooms and blogs. Companies must continually adjust product and marketing strategies to be sensitive in order to increase their appeal to consumers. This is an example of response to changes in _____.
- A. competition
 - B. cultural trends
 - C. social trends
 - D. economy
36. Which of the following are the examples of a source of individual resistance?
- I. Security
 - II. Economic factors
 - III. Structural inertia
 - IV. Fear of the unknown
- A. I, II and III
 - B. I, II and IV
 - C. I, III and IV
 - D. II, III and IV
37. _____ approach is described as seeking to "buy off" the leaders of a resistance group by giving them a key role, seeking for their advice, and to get their endorsement.
- A. Coercion
 - B. Cooptation
 - C. Manipulation
 - D. Exploitation

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38. Which of the following is the first step in the Kotter's eight-step plan for implementing change?
- A. Plan for, create, and reward short-term "wins" that move the organisation toward the new vision.
 - B. Create a new vision to direct the change and strategies for achieving the vision.
 - C. Establish a sense of urgency by creating a compelling reason for why change is needed.
 - D. Communicate the vision throughout the organisation.
39. Which of the following Organisational Development (OD) techniques involves changing groups' attitudes, stereotypes, and perceptions about each other?
- A. Survey Feedback.
 - B. Process Consultation.
 - C. Team Building.
 - D. Intergroup Development.
40. Which of the following is the **CORRECT** order for the action research process?
- A. Analysis, Diagnosis, Feedback, Action, and Evaluation.
 - B. Action, Evaluation, Diagnosis, Analysis, and Feedback.
 - C. Diagnosis, Analysis, Feedback, Action, and Evaluation.
 - D. Feedback, Action, Evaluation, Diagnosis, and Analysis.

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SECTION B: CASE STUDY [10 Marks]

Instruction: Write your answers in the answer booklet provided.

Differences in Personality Traits

Leen Deong Sue requests a meeting with Ken Arnold, the Korean Team's American liaison, to discuss the Korean Team's unease with individual competition as well as their desire for more clear-cut rules. She wants to gauge Ken's reaction to these issues before she makes suggestions for improving production procedures.

Ken is interested in the Korean Team's impression of the American system. The plant manager has used the individual incentive concept for years, yet he feels that the team concept he's been reading about might increase productivity and employee satisfaction. Ken and a pleasantly surprised Leen agree to write a proposal to the plant manager about moving towards team incentives.

Ken is also puzzled by the Korean need for clearer rules. He tells Leen that Americans generally don't like specific behavioural rules and he doubts that requiring the American workers to conform to additional rules will go well. However, after a long discussion, they decided that a question-and-answer session to clarify plant policies will ease the Koreans' transition and be a good opportunity to build rapport with the American workers.

Leen is encouraged by Ken willingness to listen and respect his request. They then agree to meet regularly to discuss ways they can ease the Korean Team's discomfort and improve overall effectiveness of the production area.

Source: Adapted from Ahmad, Zakaria, Zani. (2014)

- 1) Based on the case study above, what is the main issue? (1 mark)
- 2) Based on the case study above, what is the difference of work culture between the Korean team and the Americans? (2 marks)
- 3) Using the Big Five Model, identify which personality traits did both Ken and Leen exhibit. Provide **TWO (2)** examples from the text. (3 marks)
- 4) Apart from your answer in Question 3, what are the other **FOUR (4)** types of personality traits in Big Five Model? (4 marks)

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SECTION C: STRUCTURED QUESTIONS [50 Marks]

Instruction: Please write your answers in the answer booklet provided.

QUESTION 1

Interpersonal skills are the qualities and abilities to communicate or interact well with other people.

- a) Based on the statement above, what are the **THREE (3)** main reasons for a good manager to have interpersonal skills? (3 marks)
- b) Describe **FOUR (4)** disciplines of Organisational Behaviour. (8 marks)
- c) List the **THREE (3)** levels of Organisational Behaviour. (3 marks)

(Total: 14 marks)

QUESTION 2

- a) Briefly describe the **FIVE (5)** stages of group development. (10 marks)
- b) What are the **THREE (3)** benefits that people can enjoy by joining a group? (3 marks)

(Total: 13 marks)

QUESTION 3

Pro-Dynamic Management Sdn. Bhd. has been established since 2011 and it has several branches in Peninsular Malaysia. Steven is the senior finance manager in the company. He has suggested that staff should rely more on email to communicate with customers rather than frequently meeting for cost-saving and time consuming purposes.

- a) What would be the **THREE (3)** advantages gained by the company of using email to communicate with customers and staff? (3 marks)
- b) Identify **FOUR (4)** drawbacks that the company might face if they follow Steven's suggestion. (6 marks)
- c) Apart from email, suggest another **TWO (2)** ways that the company can use to remind their customers on meeting date and time. (3 marks)

(Total: 12 marks)

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QUESTION 4

- a) You are working as a senior executive in PHK Bank for the past 10 years. You found out that you are underpaid by your employer when discussing with a friend who is working at another bank. You are planning to negotiate for a higher salary with your employer. What are the **FIVE (5)** steps that can be used in the negotiation process with your employer? (5 marks)
- b) Explain the **THREE (3)** sources of conflict that commonly arise in an organisation. (6 marks)

(Total: 11 marks)

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